Recommendation No. 1

"That the Office of Personnel implement a means by which the condition of active Official Personnel Folders can be assessed in terms of the presence of misfiled or unauthorized documents and the absence of documents that should be included. If widespread serious inadequacies are found to exist, review and correction of all active folders should be undertaken".

Current Status

The Office of Personnel completed a survey to determine the completeness and content of the Official Personnel Folder (OPF). In conducting this survey, a sampling of 300 staff employees in ten Agency components were asked to review their OPF for accuracy and report discrepancies found during this search. The following is a statistical tabulation of the questions, number of positive responses, and their percentages in comparison to the overall number of folders reviewed.

Total number of folders reviewed: 300

		No. of Documents	% of Folders Containing Inaccuracies
I.	Misfiled Material	50	12
II.	Duplications	91	31
III.	Material Employee Does Not Consider Appropriate	10	3
IV.	Missing Documents	79	26

Perhaps the most significant finding of this survey of the contents of the OPF is that there does not appear to be a problem of any magnitude in this area, despite some belief to the contrary. There was, as the statistical tabulation shows, a small number of misfiled documents, e.g., Mary E. Jones' papers in Mary F. Jones' folder, but apart from this type of clerical error, the folders are in good shape. The Biographic Profile was often cited as being out of date and inaccurate but as pointed out elsewhere in the IG Survey, this has been caused by the years of delay in getting the personnel computer data base on line.

It is interesting to note that 130 (43%) of the employees indicated their folder was complete and accurate. Where missing documents were cited, we find almost exactly 50% are more appropriately retained in the operating component's soft file. In addition, a large portion of documents cited as missing were records of in-house component conducted training courses.

Our attention has been directed toward ensuring greater clerical accuracy in filing documents in the appropriate section of the proper OPF. Furthermore, and as part of this continuing effort toward improvement, we plan to issue the same form used in the survey to Staff Personnel Division, Office of Personnel and to Directorate Personnel Officers for employee use during optional OPF review. Should employee review of the OPF reveal any discrepancies, the necessary corrective action will be initiated following this review.

Since no widespread serious inadequacies were found as a result of this survey, no further action need be undertaken.

Recommendation No. 2

"That the Director of Personnel assume custody and responsibility for all Official Personnel Records on contract employees".

Current Status

The Office of Personnel supports this recommendation in principle but recent reallocations of space at the Headquarters Building from the Office of Personnel to other components have eliminated any prospects for the additional File Room space necessary to accommodate these additional files. Staffing requirements within the Office of Personnel for higher priority programs preclude allocation of current limited ceiling allowances for the additional File Clerks that would be required to service and maintain these additional files even if adequate File Room space were available.

Recommendation No. 3

"That the Director of Personnel, working with the Director of OJCS, review the priorities for PERSIGN II in terms of manpower assigned and the physical arrangements allotted to staffs".

Current Status

The MAPS Review Committee completed their study of the MAPS projects and their relative priorities and submitted their findings and recommendations to the DDA in June 1976.

As stated in the Committee Report to the DDA, PERSIGN II and other OP first priority projects had not enjoyed priority status in relationship to other MAPS projects. This situation prevailed through FY 1976 and the Transition Quarter. D/ODP, formally OJCS, has assured the Office of Personnel that PERSIGN II has been established as the first priority MAPS project for FY 1977 and will be provided increased and retained staffing through completion (now estimated sometime in FY 1978). The ODP/OP MAPS team are collaborating on a new PERSIGN "task force" approach designed to capitalize on the additional ODP personnel resources now available. All members of this new team will work together in ODP office space [   ]   STAT

The scope and complications of the PERSIGN project are extreme and will not decrease as it progresses. While the OP/ODP team must now concentrate its efforts on the primary project PERSIGN, the other elements of PERSIGN (PERFIT, PERINSUR, PERHOSP, etc), GAP, CENCO, STAFFING, and interface requirements of PAYROLL cannot be ignored and will require additional OP and ODP personnel resources or slippage will continue.

Recommendation No. 4

"That the Director of Personnel, working with other Offices concerned with the MAPS program, review the elements of PERSIGN II and assign subsidiary priorities to those which do not represent key elements of personnel data urgently needed for managerial decisions or for provisions of personnel services".

Current Status

The elements of PERSIGN II are under continuous review as the program develops and interfaces with other systems (PAYROLL, CENCO, etc.) that ride on the PERSIGN data base. Within the past few weeks all Finance and Personnel specifications have been reviewed, modified and updated to meet statutory and Agency policy and managerial requirements as currently known and foreseen for the future.

Recommendation No. 5

"That the Director of Personnel request that the Director, OJCS
obtain his concurrence before undertaking personnel-related jobs for
other organizations that are likely to impact unfavorably on early
completion of PERSIGN II".

Current Status

Under current agreements, ODP will not unilaterally undertake
personnel related projects - including feasibility studies - requested
by component managers without the approval of the Office of Personnel.

Recommendation No. 6

"That the Director of Personnel find means as soon as possible of conveying to component managers a more accurate view of the capabilities and achievements of Retirement Affairs Division (RAD) outplacement program".

Current Status

An article on external employment was published in the DDA's "Exchange". In addition, RAD has contacted top management in the various Career Services to make arrangements for presentations on the subject. Information items were posted on Agency bulletin boards under the category "Did you know"?

OP recommends against publishing a Headquarters Notice at this time, primarily because overpublicizing the matter could well lead employees to believe the Agency is facing a cutback leading to unnecessary concern.

Recommendation No. 7

"That the DCI delegate to the Deputy Directors authority to authenticate staffing complements, requiring them to consider PMCD recommendations on position grades before effecting changes and to exercise this authority within their allocations of staff manpower ceilings, senior slots and average grade".

Current Status

This Recommendation as well as the related Recommendation No. 8 and parts of Recommendation No. 9, together with the Office of Personnel's alternate proposals, were discussed in considerable detail at a joint meeting of the Inspector General, the Deputy Director for Administration and the Director of Personnel with the DDCI on 19 August 1976. The DDCI stated at that time that he would defer his decision on these recommendations until he had completed consideration of possible changes in the Agency's current decentralized approach to other aspects of career and personnel management.

On 20 December 1976, the DDCI, Mr. Knoche, convened a meeting of the DDA, the D/Pers and the IG for a final discussion and decision relative to Recommendation #7.

After some discussion relative to the IG's recommendation and the Office of Personnel's response which included a series of recommendations including an alternative recommendation that the Director of Personnel retain responsibility for conducting the position management and classification function and authentication authority for staffing complements, Mr. Knoche stated that he has approved OP's alternative proposal in total as presented.

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In response to Mr. Knoche's query of the IG reps whether they had any objections or suggestions regarding his decision, both Mr. Waller and [   ] stated that they had no further comments and had "no problem" with the decision.

Recommendation No. 8

"That the Director of Personnel monitor Directorate and DCI Area adherence to their allocations and to job/pay equity and recommend appropriate DCI action in cases where he cannot resolve differences with the Deputy Director concerned".

Current Status

Action on this recommendation was suspended pending the DDCI decision on Recommendation No. 7.

Recommendation No. 9

"That the Director of Personnel revise PMCD procedures, position surveys, scheduling, and manpower as indicated in Conclusions G-3 through G-7 above."

a. Conclusion G-3:

In the area of position grade evaluations, PMCD should:

(a) Develop and maintain standards for position evaluation use.

(b) Participate in and advise on all position evaluation use.

(c) Insure that unresolved differences with component managers over position evaluations are brought to the responsible Deputy Directors for decision.

(d) Inform the Director of Personnel in cases when, in the opinion of PMCD, decisions made by Deputy Directors conflict significantly with equal pay for equal work principles or established pay policies, e.g., pay scales for senior secretaries.

Current Status

As regards (a), PMCD is currently engaged in the development of a new standards program and methodology for position evaluation in consonance with the new common guidelines on Federal position standards and classification (i.e., the Factor Evaluation System) promulgated by the U.S. Civil Service Commission in early 1976. The development and issuance by the CSC of these guidelines and standards which are applicable to all Executive Agencies was pursuant to the provisions of P.L. 91-216, the Job Evaluation Policy Act of 1970. Based upon the Civil Service Commissions' current schedule (by 1980) for the development and issuance of new position standards; the anticipated need for modifications of CSC standards to meet Agency requirements; and the seriously limited manpower available to PMCD to meet on-going higher priorities, it is anticipated that it will take five years to fully implement this program.

The alternate recommendations proposed by the Director of Personnel to the IG Recommendation No. 7 provides for full implementation of the IG's proposals contained in (b)(c) and (d) above. As previously noted in our "Status of Action" statements relative to Recommendation No. 7, final decision on this recommendation was made by the DDCI on 20 Dec 1976.

b.   Conclusion G-4:

With regard to staffing complements, PMCD, in collaboration with other Office of Personnel components, should:

> (a)   Establish staffing complement formats.
>
> (b)   Compile, produce and disseminate staffing complements authenticated by the Deputy Directors and produce and disseminate related management information reports.
>
> (c)   Report to the Deputy Director concerned and to the Director of Personnel any non-trivial continuing instances when the totals of a Directorate's staffing complements exceed that Directorate's allocations of manning, senior slots or average grade

Current Status

Until such a time there is a change in current Agency policies and responsibilities of the Director of Personnel, PMCD is continuing to conduct position audits, classify positions, establish and disseminate staffing complements, and collaborate with Deputy Directors and their component managers in adjusting their staffing complements to comply with authorized ceiling and average grade controls.

c.   Conclusion G-5:

PMCD's responsibility for conducting periodic position surveys should be modified.   In this area:

(a)   PMCD should conduct periodic position surveys in components that have received little attention in conjunction with reorganizations for a period of about five years.

(b)   The Director of Personnel should initiate special PMCD position surveys in other cases where he has reason to believe that position classifications need revision.

(c)   Neither periodic nor special position surveys should be allowed to interfere with prompt and rapid service or reorganization or other more immediate needs for PMCD assistance.

(d)   During all surveys, PMCD should restrict its recommendations regarding the organization and management of component personnel to cases where organization or management is the dominant consideration in evaluating position grades.

(e)   PMCD should be permitted on its own initiative to audit positions in any component in order to obtain data needed to establish, maintain or improve position evaluation standards.

Current Status

Since May 1976, the White House, OMB, the CSC and the Congress have emphasized their concern over the continued escalation of average grade levels of Federal employment and position structures. Heads of Agencies have been charged with revising their internal position management and classification programs and improve their effectiveness in identifying and eliminating unnecessary managerial/ supervisory layering, excessive organizational subdivisions, and confirming the appropriateness of position grade classifications.

More recently, OMB has confirmed their intention to monitor the Agency's actions to take corrective measures to restrain grade escalation and eliminate duplication of work or underutilization of personnel.

d. Conclusion G-6:

PMCD should accelerate the development and trial implementation of improved position evaluation standards and methods similar to the Factor/Benchmark system now being developed by CSC for Government-wide implementation by 1980. Full CSC development of its system should not be a prerequisite to development and trial implementation of an Agency version.

Current Status

In 1976, PMCD was reorganized into a Policy and Standards Branch and a Position Management Branch, which we believe will facilitate our quicker development and implementation of the new system.

e.   Conclusion G-7:

The Director of Personnel should review and alter the organization of and manpower authorized for PMCD as necessary to meet its revised mission.

(a)   It is important to note that PMCD manning must permit prompt and rapid service of component needs.

(b)   A program of rotating Office of Personnel people with experience as component support officers through 3-5 year PMCD tours, and of rotating PMCD professionals through component support officer tours, would provide a valuable experience base.

(c)   Rotating personnel from other Agency components through PMCD tours would contribute more specific component knowledge and would be useful if the tours can be long enough for the rotating personnel to develop and use job classification expertise.

Current Status

A heavier rotational program of OP Personnel, as well as rotatees from other agency components is currently being studied. Also, additional resources for PMCD is contemplated for the immediate future.

Recommendation No. 10

"That the Director of Personnel, in collaboration with the Director of Training, develop a one-week training course for Office-level managers and their deputies on CIA Personnel Administration and Management and that the Director of Personnel join with the Inspector General in recommending to the Management Committee that all Washington-area Office-level managers and their deputies be required to attend a running of this course within a year of its initiation".

Current Status

Meetings have been held with representatives of the Director of Training where the IG's recommendation and the Office of Personnel's suggested approach were discussed. As a result of these discussions, the Offices of Training and Personnel are collaborating to design and develop a training "package" to meet this specific requirement as well as expansion of the Office of Personnel's participation in existing training programs. Included in these considerations is the planned rotational assignment of an Office of Personnel Officer to OTR's Management and Administrative Training Branch.